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The continuing—and apparently deepening—
slump in the agency business has employees
at all levels worried about their futures in an

UNEMPLOYED

industry besieged by mergers, acquisitions,
major account losses and reductions in client
spending. *Ad Age's* Joe Winski talked to six
agency people who recently found them-
selves out of work and reports on how they're
coping in these hard times. See Page 28.



State evidence Exhibit 2: Shows B-pillar (the roof's middle structural support) being severed in a Ford Maverick.



Exhibit 4: Photograph depicts steel reinforcement placed inside a Volvo at the commercial shoot.



Exhibit 9: Photo shows "Bear Foot's" left rear tire being manually rolled over Volvo hood as cameras rolled.

Ad industry suffers crushing blow

Volvo faces FTC inquiry over rigged cars in 'monster truck' ads

By Raymond Serafin and Gary Levin

Advertising has sustained a swelling black eye in a rigged-demonstration scandal unlike anything to hit the industry since the 1960s and '70s.

Last week, Volvo Cars of North America admitted that cars were altered for a "monster-truck crushing" in agreeing to settle a lawsuit brought by the Texas attorney general. The case now threatens to mushroom as the Federal Trade Commission launches its own investigation.

Texas Attorney General Jim Mattox, in court papers, called the Volvo advertising "a hoax and a sham."

"We cannot afford a recurrence of this sort of thing," said Matthew Margo, CBS VP-program practices, whose office clears commercials for airing. "If this happens a few times, the entire system of trust is jeopardized."

"This is the iceberg, not the tip of the iceberg," Mr. Margo said. However, he added, the Volvo incident—even if



An ad shows a Volvo surrounded by the hulks of what appear to be two Fords, an Audi, a Dodge and a Plymouth.

isolated—remains a grave breach of ad industry standards that requires serious attention by the industry.

Misuse of product demonstrations in the '60s and '70s led to a series of embarrassing, highly publicized FTC cases against such national advertisers as Campbell Soup Co. and Colgate-Palmolive Co. The Campbell case involved placing marbles in bowls of soup to make the food contents rise to the top.

Volvo last week ran corrective ads in 19 Texas newspapers, *USA Today* and *The Wall Street Journal* to explain the withdrawal of the ads and also reimbursed the attorney general's office \$316,250 for investigative costs and legal fees.

With the rigged demonstration, Volvo has put at risk its longstanding reputation as "a car you can believe in," and Scali, McCabe, Sloves, New York, has put at risk a client relationship that dates from the agency's founding.

Following the announcement of the settlement, Volvo re-

(Continued on Page 76)

'National' shake-up

Control taken from publisher amid cost cutting

By Scott Donaton and John McManus

NEW YORK—*The National*, the fledgling sports daily, was hit by a sweeping management reorganization last week, with Publisher Peter Price giving up day-to-day control of the newspaper and three other top executives departing.

The newspaper also announced it would suspend publication of its Sunday edition and an unspecified number of layoffs was imminent as the paper seeks to cut costs in the face of a soft advertising market.

Sources at *The National* who asked not to be identified said between 10 and 40 staffers from both the editorial and business staffs might be dismissed.

Mr. Price retained his title as president and publisher of *The National* but vacated his office, said newspaper spokesman Stephen Hammond. Mr. Price's re-

sponsibilities in the revamped organization were unclear, but Mr. Hammond said Mr. Price would be "working on the big picture."

The sweeping changes were believed ordered by Mexican media magnate Emilio Azcarraga Milmo, who owns a majority stake in the daily sports newspaper and is said to be unhappy with its progress.

Mr. Hammond confirmed that Jaime Davila, group VP at Univisa, which is owned by Mr. Azcarraga, was brought to New York from Los Angeles to oversee day-to-day operations of *The National* about three weeks ago.

Sources speculated Mr. Davila will continue to look for ways to trim costs.

"We've been spending with abandon for a year now," a *National* staffer said. "It had to stop somewhere."

Before *The National's* January launch, Mr. Azcarraga and his partners said they were prepared

to spend as much as \$100 million over the next five years before the newspaper turned a profit.

Messrs. Davila and Price were unavailable for comment last week.

In addition to Mr. Price's reassignment, Circulation Director Diane Morgenthaler, Assistant Publisher Timothy Lasker and Finance/Administration Director Daniel Correa were dismissed last week, Mr. Hammond confirmed. No replacements were named at press time.

Mr. Hammond also said *The National* will suspend publication of its Sunday edition with the Nov. 25 issue because circulation was lower than expected.

The National also plans to cease publishing its twilight edition, which contained late-breaking scores and was distributed primarily to suburban areas, and will instead start publishing an "All-American" edition, said

(Continued on Page 8)

HDM doomed? Eurocom nears buyout, merger

By Jon Lafayette

The attempt by three of the world's biggest agencies on different continents to create a unique multicultural agency is about to end.

Paris-based Eurocom is expected to purchase all European shares of the three-way joint venture agency, HDM, and consolidate all its agency operations to form the largest network in Europe.

An agreement in principle with Eurocom's HDM partners, Young & Rubicam and Dentsu, is expected to be reached in the next two weeks, say sources familiar with the talks.

Under the agreement, Eurocom would become the sole

owner of HDM's European agencies by buying out its partners' shares for between \$80 million and \$120 million.

Eurocom would also give up its share of HDM's U.S. and Asian operations, effectively ending the partnership that formed HDM, which currently bills about \$2.6 billion worldwide.

Eurocom is expected to merge HDM's European offices with those of its Eurocom WCRS Della Femina Ball network to create what might be called Eurocom Advertising, sources say.

"They are going to have many client conflicts, and yes, they will lose some of them,"

(Continued on Page 78)

LAST MINUTE NEWS

Saatchi, 'Spy' link?

NEW YORK—Saatchi & Saatchi Co. founder Charles Saatchi is leading a group of investors negotiating to buy a 51% stake in *Spy* for \$4 million, publishing industry sources said. The humor magazine has been seeking a

buyer since earlier this year (AA, March 5). London-based Saatchi & Saatchi declined comment. "A deal is close. It's going to happen," said *Spy* Publisher Thomas Phillips.

Nets set for Nielsen drop

NEW YORK—The Big 3 TV networks expect Nielsen Media Research to report an unexplained drop in TV usage levels again during the 1990-91 TV season despite efforts to improve the peo-

ple-meter system. "Nielsen has still failed to explain the unprecedented variability that happened in the first quarter of 1990, and it is about to strike again," said Nicholas Schiavone, NBC's VP-media and market research. He's also chairman of the Committee on Nationwide Television Audience Measurement, a group of representatives from the networks and the National Association of Broadcasters. Privately, network

(Continued on Page 8)

INSIDE

Home computer sales: Market or mirage?

Starts after Page 38

Captain Planet flying high in licensing deals P. 4 • Chinese ads way ahead of Russians P. 64

NEWS SUMMARY

Volvo Cars of North America, agreeing to settle a lawsuit brought by the Texas Attorney General, admitted cars were altered for a "monster truck crushing" ad scene. **1**

The National sports daily last week was hit by a sweeping management reorganization. **1**

Eurocom is expected to purchase all European shares of HDM from the other two partners in the agency venture, Dentsu and Young & Rubicam. **1**

Negative advertising was largely successful in the recent election campaigns, observers say. **3**

Holiday liquor ads will be less spectacular this season, with Absolut vodka a notable exception. **3**

Pert Plus' marketplace success as a combination shampoo and conditioner has triggered similar products from Revlon, Helene Curtis and Unilever. **4**

Captain Planet merchandise, based on the environmentally aware hero on syndicated TV, is due in stores later this month. Heavy marketing starts in March. **4**

Saturn dealers say the soft-sell advertising for the new cars is attracting shoppers. **6**

Burger King ran ads in more than 200 newspapers "supporting traditional American values on television," ending a boycott threat by a Christian group concerned about the type of shows on which Burger King had advertised. **16**

Ikea, a Swedish furniture marketer, will name an agency to create a single pan-European brand image. **44**

France is moving to enact legislation regulating advertising that would parallel European Community ad regulations, but would probably be more restrictive. **44**

Improved Videocarts are being tested in St. Louis, following earlier tests of the video screen-equipped shopping carts in Chicago, Atlanta and Los Angeles. **66**

Ad industry groups may take a neutral position when the Federal Communications Commission next month considers changes in the financial interest and syndication rules that now govern the TV networks. **66**

Tyson Foods will introduce frozen processed chicken products in Europe next year. **67**

Communications industry revenues hit \$104.5 billion in 1989; the 10.8% increase over the previous year was the lowest annual growth in five years. **70**

The Federal Trade Commission, saying it's cracking down on direct marketers' claims, announced a settlement with Haverhills on charges of false ad claims in its catalog. **73**

Ultra Clorox, a superconcentrated detergent, will enter Western test markets next month. **73**

A Greenwatch survey from J. Walter Thompson Co. says environmentally aware marketing has great potential but must be used cautiously. **74**

Pierre de Plas, formerly vice chairman of Eurocom, has become a partner at TBWA in Paris. **79**

DEPARTMENTS

Ad Review	80	International News	44
James Brady	38	Letters	36
Brady's Bunch	58	MediaWorks	50
Classifieds	68	People Moving	54, 58
Con-Siderations	30	PeopleWorks	54
Editorials	30	Photo Review	60
For the Record	73	Research News	46
Forum	34	The Next Trend	38
Global Gallery	43	Joe Winski	38

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FNN draws suitors

Diamandis interested in troubled cable net

By John McManus

Publishing entrepreneur Peter Diamandis and several media companies may make bids for the financially beleaguered Financial News Network.

New management at Infotech, the owner of 47% of FNN, last week put the 24-hour cable TV business-news channel on the block. Cable industry sources said the asking price is \$150 million to \$200 million.

Media companies said to have expressed interest in FNN include Capital Cities/ABC, Dow Jones & Co., Hearst Corp., NBC, Paramount Communications, Telecommunications Inc., Turner Broadcasting System, Time Warner, Viacom and Whittle Communications.

FNN is \$50 million in debt and under investigation by the U.S. Securities & Exchange Commission for alleged bookkeeping irregularities that led to the dismissal of FNN's chief financial officer last month.

Still, TV industry analysts say FNN would be an attractive property, not only in its current format but for the asset value of about 35 million homes now under contract with cable operators to carry the channel through 1993.

"FNN is considered to be a good service and a very attractive property because of its extensive subscriber base," said a media analyst who asked not to be identified. "Their ability to sell depends on questions as to the extent of their financial problems, and to what degree the SEC investigation will raise concerns

among prospective buyers."

Mr. Diamandis most recently was chairman of Diamandis Communications Inc., now Hachette Magazines.

When he left Hachette in September, Mr. Diamandis agreed to a no-compete clause barring him from magazine ventures until July. He said he has received more than 50 proposals for new magazines but is looking at other media, including FNN.

"Magazines are my first love,

"There's been a significant expression of interest... getting distribution to 35 million homes is very difficult these days."

but I am looking at TV, radio and direct marketing," he said.

Mr. Diamandis said if he were to buy the network, he would want its format to be entirely financial programming.

Hearst, expanding aggressively in its cable interests, last week announced it had acquired RJR Nabisco's 20% stake in ESPN for between \$175 million and \$200 million (AA, Sept. 10). A week earlier, it unveiled plans for a 24-hour regional cable news channel in Boston in a joint venture with Continental Cablevision.

"We've been looking at FNN for a long time and we continue to be interested in it," said Raymond Joslin, a Hearst corporate VP and president of the company's enter-

tainment and syndication division.

FNN's principal competitor, Consumer News & Business Channel, has gained momentum in the past several months and expects to reach its goal of adding 10 million subscribers to its base of 16 million by yearend, said Thomas Rogers, president of NBC Cable, which runs CNBC.

"Given our momentum and the success of CNBC, it would be very unlikely that NBC would purchase FNN as a business news channel," Mr. Rogers said.

Last week, Infotech announced it had hired investment banking firm Wertheim Schroder & Co. to handle the sale of operations that include FNN and other Infotech businesses such as the 97%-owned United Press International wire service.

FNN and Infotech have said operating cash flows at the companies were insufficient to meet operating expenses or to cover maturing obligations coming due this year.

Infotech said in a prepared statement it hopes to find a buyer for FNN and its other business by yearend.

"What we're going through is a painful evolution in our development," said Michael Wheeler, FNN president. "There's been a significant expression of interest because the cable landscape is really in a supply and demand situation, and getting distribution to 35 million homes is very difficult these days." □

Ira Teinowitz contributed to this story.

B&H account may move

By Judann Dagnoli and Jon Lafayette

A high-level marketing strategy summit of Philip Morris USA executives left Wells, Rich, Greene's future on the \$60 million Benson & Hedges account in doubt.

Philip Morris executives at a regularly scheduled meeting in Florida last week denied a published report that the Benson & Hedges account moved to Leo Burnett USA, Chicago, from WRG, New York. Burnett earlier was assigned Benson & Hedges DeNic, testing in Phoenix, Ariz., since Oct. 1 (AA, Sept. 10).

But one source at the meeting, while denying the move of the overall account, didn't offer long-term assurance to WRG.

"Not everything is secure forever," he said. "We're assessing everything."

The meeting's purpose, this executive said, was to map overall strategy for all the company's brands.

"Advertising is not even at the top of the list [of the discussions]," he said. "It's only one part of a larger decision about how you're going to run your business."

But a source close to the company said Philip Morris seems to be cutting back on advertising. So, the company could make a case for consolidating its cigarette agencies, he said, and WRG would

be the loser if that happens. WRG's only Philip Morris account is Benson & Hedges.

Under that scenario, Burnett, agency for Philip Morris' Marlboro, Merit, Virginia Slims, Cambridge and Alpine cigarettes, would come out the winner.

WRG Chairman Ken Olshan said only that "we're still working for Philip Morris."

September's ascendancy of William Campbell, 46, to president-CEO

"Not everything is secure forever. We're assessing everything."

of Philip Morris from senior VP-corporate planning seems to have initiated the tongue-wagging.

Mr. Campbell already has shifted domestic sales responsibilities from Vincent Buccellato, 44, to Michael Szymanczyk, 41, a Philip Morris newcomer formerly with Swift-Eckrich (AA, Oct. 29). Mr. Buccellato is now senior VP-marketing and sales for Philip Morris International.

Mr. Campbell also named Lawrence Wexler, 38, senior VP-planning and information systems, succeeding James Morgan, 48, now VP-marketing planning, Philip Morris Management Corp.

Although Mr. Campbell, who

served as Philip Morris' top marketing executive from 1983 to 1989, is said to have close ties with WRG, even he wouldn't guarantee the security of the account at the agency.

"I'm a fairly rational, objective kind of guy and I do what's right for the business. That's the basis upon which any of those decisions [about agency changes] will be made," he said. "I'm not the chief marketing officer of this company anymore. I'm the chief executive officer."

Philip Morris is waiting for a new campaign from WRG, supposedly on the way since the agency barely managed to hold onto the account in October 1989.

Mr. Campbell said Philip Morris looks at Benson & Hedges as a regional brand with regional strengths. He also noted that both Benson & Hedges and Merit, under pressure from branded generic cigarettes, "have been doing a bit more promotion, and they've been doing it successfully."

Mr. Campbell also said Philip Morris' spending "is basically flat" this year.

He denied rumors that the company's volume gains are lower than in previous years, saying the company's volume and share "will be up a little bit more this year, actually, than last year. Certainly we'll be in line with expectations." □

Strictly business at key publishers

Low-end, in-home users told to look elsewhere

By Debora Toth

Despite all the sound and fury from major PC marketers, the home computer market signifies nothing to publishers of the leading computer magazines.

"Our clear focus is on the business market," says Sam Huey, group VP at Ziff-Davis Publishing Co., publisher of *MacUser* and *MacWeek*.

"The home market is an extension to the business market. Our readers could be buying computers for home, but for business use. We have no plans

Free-lance writer Debora Toth is a frequent contributor to *Special Report*.

to add editorial space for low-end, in-home use," Mr. Huey says. Others even dispute the existence of a home computer market.

"From our perspective, the home is not a market, it's a location," says Michael Kolowich, publisher of Ziff-Davis' *PC/Computing*. "The expenditure has to justify the need. The principal purpose [of buying a computer for the home] has to be business. Once in the home, other members may use it."

Adding editorial space for home users would be premature for these publishers, says Timothy McInerney, senior associate at consultancy McNamee Consulting Co. "Home users don't represent a significant part of the [computer]-buying audience."

Leading computer magazine executives seem willing only to pro-

vide limited editorial space for business readers who have computers at home—and continue to watch the market.

Macworld, a monthly published by Macworld Communications, is waiting to see how the lower-cost

"Home is not an issue. It's IBM's wishful view of the world."

machines are accepted.

"We're still evaluating the home market," says Dan Orum, VP-circulation and marketing.

If more people purchase these low-cost machines, he says, there may be more reader demand for home computer editorial. "If

there's a gain in circulation, there'll be a gain in [home computer-related] advertisers."

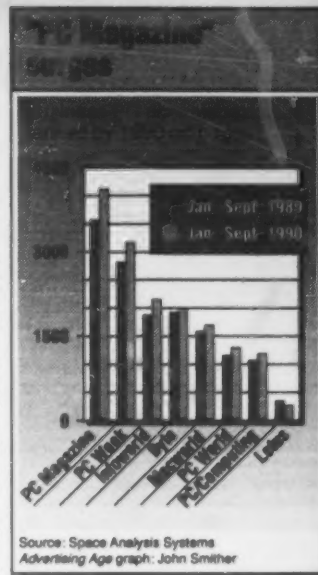
PC Magazine, a Ziff-Davis every-other-weekly, in December plans a special editorial section in which it will review new home computers for the holidays.

"Surveys show that our readers extend their business day by using a computer at home," says Editor William Machrone.

"The home market has always needed horsepower. But prices are way down, and it's an idea whose time has come. If we see growth, we may add more [editorial] pages [for the home market]."

At present, however, leading computer magazines aren't chasing the home computer market and its advertisers.

"Home is not an issue [for these



magazines]," Mr. McInerney insists. "It's IBM's wishful view of the world." □

PC Magazine leads the pack

Top computer magazines by 1989 gross revenues (\$000,000)

Magazine	Publishing company	1988	1989	% Chg.	Publisher	Phone
1 PC Magazine	Ziff-Davis	182.8	134.4	36.0	Ronni Sonnenberg	(212) 503-5100
2 PC Week	Ziff-Davis	80.8	82.1	(1.6)	J. Scott Briggs	(617) 375-4000
3 Computerworld	International Data Group	70.3	66.9	5.0	Fritz Landman	(800) 343-6474
4 Byte	McGraw-Hill	55.8	46.2	20.6	Ron Evans	(603) 924-9281
5 PC World	International Data Group	46.7	41.2	13.3	Pat Kenealy	(415) 243-0500
6 Personal Computing*	VNU	46.4	42.9	8.3	Robert J. Lydon	(201) 812-1200
7 Computer Shopper	Ziff-Davis	44.8	29.4	52.7	Alicia Ivans	(212) 503-3800
8 CRN/Computer Reseller News	CMP Publications	43.3	NA	NA	Jeff Strief	(516) 562-5000
9 MacUser	Ziff-Davis	39.1	30.9	26.4	Bob Nolan (acting)	(415) 378-5600
10 MacWorld	International Data Group	36.7	28.5	28.6	James E. Martin	(415) 243-0505
11 InfoWorld	International Data Group	34.1	25.3	35.0	Jonathan Sack	(415) 328-4602
12 PC/Computing	Ziff-Davis	30.2	7.1	326.0	Michael Kolowich	(617) 497-2400
13 CSN/Computer Systems News	CMP Publications	21.3	NA	NA	Mike Perkowski	(516) 562-5000
14 Datamation	Reed International	19.5	18.6	4.4	Mike Wisner	(617) 964-3030
15 InformationWeek	CMP Publications	18.2	15.7	16.0	E. Drake Lundell Jr.	(516) 562-5000
16 Network World	International Data Group	18.1	13.2	36.7	Gary Beach	(508) 875-6400
17 Digital Review	Reed International	16.5	12.4	33.7	William Dwyer	(617) 375-4300
18 MacWeek	Ziff-Davis	13.7	8.3	65.0	Michael Tchong	(415) 243-3500
19 MISWeek*	Capital Cities/ABC	12.6	11.3	11.1	Douglas DeCarlo	(212) 741-6471
20 Gov't Computer News	Reed International	11.9	11.2	6.3	Gary Squires	(301) 650-2000

*Ceased publication Source: Ad Age 300

An dollars surge in '89

Top computer magazines by 1989 ad revenues (\$000,000)

Magazine	1988	1989	% Chg.
1 PC Magazine	147.3	106.1	38.8
2 PC Week	80.8	82.1	(1.6)
3 Computerworld	64.4	61.1	5.5
4 Byte	44.3	35.9	23.2
5 Computer Reseller News	43.3	NA	NA
6 Personal Computing*	36.8	32.9	11.2
7 Computer Shopper	35.1	21.1	66.4
8 InfoWorld	31.9	23.0	38.7
9 Macworld	31.5	23.8	32.4
10 PC World	30.7	28.1	9.1
11 MacUser	30.5	23.5	30.1
12 CSN/Computer Systems News	21.3	NA	NA
13 Datamation	19.3	18.6	3.6
14 InformationWeek	18.1	15.6	16.1
15 PC/Computing	17.8	4.1	337.2
16 Digital Review	16.5	12.4	33.7
17 MacWeek	13.7	8.3	65.0
18 MISWeek*	12.6	11.3	11.1
19 Gov't Computer News	11.9	11.2	6.3
20 Network World	11.4	7.2	59.1

*Ceased publication Source: Ad Age 300

More dollars circulating

Top computer magazines by circulation revenues (\$000,000)

Magazine	1988	1989	% Chg.
1 PC Magazine	35.5	28.3	25.6
2 PC World	16.0	13.1	22.4
3 PC/Computing	12.5	3.0	311.6
4 Byte	11.5	10.3	11.6
5 Personal Computing	9.9	10.0	(1.2)
6 Computer Shopper	9.7	8.2	17.4
7 MacUser	8.6	7.4	14.8
8 Network World	6.7	6.1	10.4
9 Computerworld	5.9	5.8	0.5
10 Macworld	5.2	4.7	9.5
11 InfoWorld	2.2	2.3	(2.6)
12 Datamation	0.1	NA	NA
13 InformationWeek	0.1	0.1	5.6

*Ceased publication Source: Ad Age 300

PC/Computing soars

Top computer magazines by subscription revenues (\$000,000)

Magazine	1988	1989	% Chg.
1 PC Magazine	27.2	20.2	34.8
2 PC World	12.9	9.6	34.4
3 PC/Computing	10.2	2.0	395.6
4 Byte	8.9	7.5	18.5
5 Personal Computing	7.7	8.2	(6.7)
6 MacUser	6.7	5.1	30.3
7 Network World	6.7	5.1	10.4
8 Computerworld	5.9	5.8	0.5
9 Macworld	4.0	3.4	14.9
10 Computer Shopper	3.6	3.2	10.9
11 InfoWorld	2.2	2.3	(2.6)
12 Datamation	0.1	NA	NA
13 InformationWeek	0.1	0.1	5.6

*Ceased publication Source: Ad Age 300

Mixed reviews on the stand

Top computer magazines by 1989 newsstand revenues (\$000,000)

Magazine	1988	1989	% Chg.
1 PC Magazine	8.3	8.1	2.5
2 Computer Shopper	6.1	5.0	21.6
3 PC World	3.1	3.5	(10.8)
4 Byte	2.6	2.8	(6.8)
5 PC/Computing	2.3	1.0	135.6
6 Personal Computing*	2.2	1.8	24.5
7 MacUser	1.9	2.3	(19.7)
8 Macworld	1.2	1.3	(4.6)

*Ceased publication Source: Ad Age 300

The race for readers

Top computer magazines by 1989 total paid circulation

Magazine	1988	1989	% Chg.
1 PC Magazine	732,409	629,279	16.4
2 PC World	526,064	503,205	4.5
3 Personal Computing	487,702	406,170	20.1
4 PC/Computing	471,642	312,625	50.9
5 Byte	461,124	435,352	5.9
6 MacUser	300,566	239,122	25.7
7 Computer Shopper	291,528	249,140	17.0
8 Macworld	272,847	244,896	11.4
9 Computerworld	134,133	132,870	1.0
10 Network World	70,496	63,879	10.4
11 InfoWorld	22,413	23,018	(2.6)
12 Datamation	2,105	NA	NA
13 InformationWeek	1,021	967	5.6

*Ceased publication Source: Ad Age 300

Shopper hot on the racks

Top computer magazines by 1989 single-copy sales

Magazine	1988	1989	% Chg.
1 Computer shopper	172,533	141,859	21.6
2 Byte	134,824	125,594	7.3
3 PC Magazine	127,91	124,397	2.5
4 PC World	87,853	98,496	(10.8)
5 PC/Computing	65,038	66,250	(1.8)
6 Personal Computing*	61,216	49,164	24.5
7 Macworld	57,256	57,422	(0.3)
8 Macuser	52,348	48,678	7.5

*Ceased publication Source: Ad Age 300

Ikea mulls Euro shop

By Laura Wentz

Ikea, the Swedish furniture marketer, wants to create a single European brand image and will name its first pan-European agency next month.

The budget will come from the \$70 million Ikea now spends on local advertising in the 11 Western European countries where it has stores. The size of the effort won't be decided until after an agency is selected, said Ebbe Pele Jacobsen, retail manager for Ikea Germany and head of a European marketing council formed to select an agency.

The pan-European account "is going to be fairly limited at the beginning, but it will increase," Mr. Jacobsen said.

"It's corporate image advertising only," he said. "Everything else will be done on the local level. We've been working with eight different agencies in 11 countries and have probably eight different images."

Ikea is hearing presentations this month from McCann-Erickson Worldwide, Grey Advertising, Backer Spielvogel Bates Worldwide, Peyrat & Associates, Paris; Abbott Mead Vickers SMS, London; and Brindfors, Stockholm. The Swedish agency handles Ikea in the company's two biggest European markets,



Ikea now uses local shops, such as Abbott Mead Vickers SMS.

Germany and Sweden, plus Belgium. Abbott Mead Vickers and Peyrat are Ikea's agencies in the U.K. and France, respectively.

Mr. Jacobsen said the uneven quality of Ikea's TV commercials and lack of a corporate image prompted the agency search.

"We were frustrated and distressed with our TV advertising," he said. "We had some of the best and some of the worst in Europe."

Retail advertising will continue through the local agencies.

In Germany, for example, Ikea last year spent \$16.3 million on advertising, virtually all of it in print with only 3.2% for TV. Another estimated \$7 million was spent on inserts and leaflets.

In the U.K., where Ikea has two stores and a \$4 million ad budget, Abbott Mead Vickers has created both TV and print ads. TV spot shows a weeping woman who's just bought an expensive sofa and then discovers a similar, cheaper one in the Ikea catalog.

In France, where retail TV commercials are banned, Peyrat has created an outdoor campaign. On the left board, labeled "Before," a man is assembling a double bed. On the right board, labeled "After," he's putting together a baby's crib. □

Contributing to this story: Seth Chandler, Dagmar Mussey and Elena Bowes.

France races along with EC

Aiming at parallel '92 ad laws

By Bruce Crumley

PARIS—France is taking the lead in Europe in introducing national legislation parallel to proposed European Community laws regulating advertising.

Although plans to restrict alcohol advertising in France suffered a major setback last month, they could re-emerge. And a proposed law allowing comparative ads will be debated later this fall.

"France has a tradition of greater [government] control and direct involvement in matters [than] in other markets," said Andre Bernard, Brussels-based chairman of Lintas' Initiative Media International. "That may explain why France is in the forefront of the battle for regulation."

The EC is rushing to enact legislation to create a single European market by Dec. 31, 1992, and restrictions on alcohol advertising have been discussed at that level and a comparative advertising directive is being drafted.

French legislation under debate in the same areas enables the French "to show initiative and set a precedent and the possibility, for the future, to apply even more restrictive practices than are likely to come out of a directive," Mr. Bernard said.

A proposal passed by the National Assembly in June to ban all tobacco and virtually all alcohol advertising was defeated in the Senate Oct. 17. Under heavy pressure from wine producers, senators widened greatly the exemptions for alcohol advertising but passed the section banning tobacco advertising. The new bill will be returned to the National Assembly for debate.

"I think they'll have to pass something on this since they've made such a big deal out of it," said Rona Pashkin-Boyer, general manager at McCann-Erickson, "but exactly what will be exempted in the alcohol clause is anybody's guess. They are not about to penalize the French agricultural industry."

"This [legislation] is a bad answer to a real problem," said Alain Grange-Cabane, French Advertisers Association VP. "They are making the advertisers

the scapegoats and avoiding the real causes of this kind of abuse."

The government estimates smoking and alcoholism account for 65,000 and 45,000 deaths per year, respectively. The alcohol marketers' lobbying group Entreprise & Prevention estimates that banning alcohol ads would result in an annual revenue loss of \$79.2 million to the press alone.

Meanwhile, French Secretary of State for Consumer Affairs Veronique Neiertz won approval from the National Consumer's Council to draft a law to introduce comparative advertising.

Consumer studies indicate a majority of consumers favor regulated comparative advertising as a way to get more product information.

"Almost all media and advertisers are against" comparative advertising, Mr. Grange-Cabane said, "because it never gives the full picture and leads the consumer to false conclusions."

Comparative advertising is banned in virtually all European countries. When Pepsi-Cola Co., for example, tried to bring the "Pepsi Challenge" taste test to Europe several years ago, Pepsi ended up in court in several markets.

"It's a morality question, because the information given in a 30-second commercial cannot be accurate. . . . Its use in the U.S. and elsewhere demonstrates this clearly," McCann's Mrs. Pashkin-Boyer said. "Also, French advertising deals with emotions, feelings and images, not with facts. If you have to cram ads full of information, you are going to lose this other aspect."

Despite the French actions, industry executives don't believe the goal is to head off pan-European legislation in Brussels.

"I think the government saw that the abuse of alcohol and tobacco is more frequent in France . . . and it wanted to take stronger action" than the EC, Mr. Grange-Cabane said. □



R. Pashkin-Boyer

Coke tops in Americas

By Julie Skur Hill

Coke seems to be it

People in these countries were asked, of all the advertising you have read, seen or heard in the last month, which advertisement first comes to mind? Number of people interviewed appears in parentheses.



Source: Gallup Organization USA

CYNTHIA WATSON

Coca-Cola ads are the choice of a new generation of North and South Americans.

The ads ranked high with respondents to a one-time Gallup Organization survey last summer that asked which advertising seen in the past month first comes to mind.

Coca-Cola Co. ads were among the top six ads mentioned in seven of eight Western Hemisphere nations and were cited the most often in four countries.

Face-to-face surveys were conducted by Gallup and its affiliates in the U.S., Canada, Uruguay, Chile, Argentina, Brazil, Mexico and Panama. Dates of interviews and size of sample vary by country.

In all, 7,498 people were surveyed, with the margin of error varying from 2% to 7% by country.

Ads of archrival Pepsi-Cola Co. were named among the top six in four countries, and McDonald's Corp. appeared in the top six of two countries.

But none of those three made the top six in Brazil. Panasonic Co. and Sharp Corp. were the only multinational marketers to appear among the list of six in Latin America's largest market.

In the same survey, respondents were asked whether now is a good time to make major household purchases, and answers varied greatly across the two continents.

Canadians had the most optimism, with 43% saying now is a good time. However, nearly as many—40%—said major purchases should be postponed at this time.

In the U.S., Gallup asked the same question in surveys before and after the invasion of Kuwait. In July, 36% of U.S. consumers surveyed expressed optimism. By September, that number had dropped to only 30%.

U.S. pessimism grew in like measure. In September, 52% said major purchases should be postponed, up from 43% in July.

Opinions of Panamanians contrast greatly with their northern neighbors. Merely 8% of Panamanians said this is a good time to make major purchases; 59% said the opposite.

Attitudes in Uruguay and Brazil were the gloomiest, with 68% and 62%, respectively, saying now is not a good time to make major purchases.

Chileans were the most unsure about the current economic climate, with 54% volunteering the answer that this is neither the right time nor the wrong time to make a major purchase. □

WORLD NEWS ROUNDUP

■ **Mississauga, Ontario**—Subaru Auto Canada moved its \$6.9 million account to Miller Myers Bruce DallaCosta from Robins Sharpe Associates, both Toronto.

■ **London**—L'Oréal (U.K.) introduced the Rayonnance haircare line in the U.K. McCann-Erickson U.K. handles the \$6 million launch campaign.

■ **Frankfurt**—Loewe Opta shifted its estimated \$3 million TV and video account to Lowe Luerzer from Hildmann Simon Rempen Schmitt SMS, Duesseldorf.

■ **Melbourne**—Hertz Australia moved its \$3 million account to Harvie Advertising from Scali, McCabe, Sloves, part of Ogilvy & Mather. George Patterson Pty. also pitched.

Marketers study state guidelines

By Jennifer Lawrence
and Laurie Freeman

National advertisers are reacting favorably to environmental marketing guidelines recommended by a multistate task force—except for a limit on disposability claims.

Specifically, the 10-state task force proposed that environmental claims relating to disposability shouldn't be used unless the advertised disposal option is available to consumers in the area in which the product is sold.

For now, this would severely limit the use of claims like "photodegradable," "biodegradable," "compostable" and "recyclable."

The task force, led by Minnesota Attorney General Hubert Humphrey III, released the preliminary recommendations late last week.

The disposability recommendation appears to limit advertising and promotion

of the way a product can be disposed of to systems already in place in communities, said Robert M. Viney, associate advertising manager at Procter & Gamble Co. He said the guideline doesn't take into account recycling or composting systems that a community might develop in the future.

"Even if a package can't be recycled or composted today, consumers should have that information in a non-promotional way, like on a package, indicating that steps are being taken to make it possible to remove that package from a landfill in the future," Mr. Viney said.

Last month, P&G said it planned to spend at least \$20 million on composting projects.

Melinda Sweet, director of environmental affairs at Lever Bros., said requiring

GREEN



that claims reflect current disposal options would be "incredibly cumbersome for manufacturers" and "confusing to consumers."

Lever said packaging is the appropriate place to put recycling messages such as "recyclable where facilities exist."

Further, marketers' nationwide distribution systems would make it hard to accommodate such a recommendation, since specific labeling would be designated by specific municipality, she said.

"We feel very strongly that this is an area we need to hammer out with regulators and environmentalists," Ms. Sweet said.

Still, P&G's Mr. Viney and Ms. Sweet said the attorneys general are on the right track in calling for a set of national environmental ad guidelines.

Until such national standards are developed by the Federal Trade Commission or Environmental Protection Agency, the states suggest marketers follow these vol-

untary recommendations:

■ Environmental claims should be as specific as possible, not general, vague, incomplete or overly broad—such as "environmentally friendly" and "safe for the environment."

■ Disposability claims shouldn't be made unless that disposal option is available in the area in which the product is sold.

■ Green claims should be substantive—avoid trivial and irrelevant claims that give a false impression of a product's overall environmental soundness.

■ Environmental claims should be supported by competent and reliable scientific evidence.

The task force will hear testimony on the recommendations on Dec. 10 and 11 in San Diego. Companies interested in testifying should contact by Nov. 26 Supervising Deputy Attorney General Albert Shelden, California Attorney General's Office, 110 W. A St., Suite 700, San Diego 92101. □

Consumers turning green: JWT survey

By Gary Levin

Marketers have only begun to tap the vast potential of green marketing.

That's the opinion of J. Walter Thompson Co.'s Greenwatch survey, which says companies can't simply slap an environmental claim onto a product; they must see it through a product's entire life cycle and communicate the philosophy to consumers.

"What is environmentally the right thing to do is becoming increasingly more the economically right thing to do," said Peter Kim, senior VP-executive research director at JWT USA, New York.

But he said marketers must move cautiously.

"Any company that prematurely jumps on the environmental wagon without being cogni-

zant of environmental benefits or hazards of their product is asking for negative reaction from the public," Mr. Kim said. "One of the greatest disservices we can do is market [environmental claims] irresponsibly... because it will come back to haunt you even if there's a short-term gain."

JWT said that so far, the environmental emphasis by many marketers has been on disposability of both packages and products, such as McDonald's Corp.'s recent announcement that it will replace plastic foam packaging.

But the agency added that attention is now shifting toward the manufacturing process. For example, companies could help reduce harmful dioxins by not bleaching paper products such as toilet paper, tampons and coffee filters.

JWT's June telephone survey of 1,000 adults revealed major shifts toward environmentalism by consumers.

This year, an average of 82% of those surveyed said they'd pay 5% or more extra for environmentally friendly products, compared with just 49% in 1989. Of those surveyed, 84% would pay extra specifically for baby food, while only about 70% would pay extra for bottled water and disposable diapers.

Most marketers haven't fully capitalized on their newfound environmentalism, and negative perceptions far outweigh positives, the survey found.

Only 40% of those surveyed remembered advertising for any company that specifically mentioned environmental efforts; 34% remembered an ad that discussed a product's environmental safety; and just 14% said they could recall environmental advertising for a specific company.

On the other hand, 56% said they knew of companies whose actions had harmed the environment; 64% said they're less likely to buy from a company with a poor environmental record; and 27% said they've already boycotted a product because of such a record.

Attempting to ride the crest of the green movement, marketers are bringing out a huge number of what could be considered new green products.

JWT estimated that 520 products fitting that description will be introduced in 1990—roughly 9%

of all new products—compared with 262 in 1989 (4.5% of new products) and just 24 in 1985 (0.5% of new products). The vast majority are positioned as "body friendly," appealing to personal welfare, with fewer sold as ani-

mal-cruelty-free or as anti-water pollution, air pollution or solid waste.

JWT also identified four groups of U.S. consumers, ranging from the die-hard "greener-than-greens," at 23% of the population, to the unconcerned "un-greens," which amount to 3%.

In between are the somewhat concerned "greens" (59%), who are willing to make some sacrifices for the environment, and the "light greens" (15%), who are concerned but unwilling to sacrifice.

Not surprisingly, the "greener-than-greens" tend to be better-educated older females with high incomes and liberal orientation, who say they're willing to pay

more for environmentally friendly products.

The "un-greens," in contrast, tend to be younger, apolitical, less well-educated males, who earn less money, won't buy recycled products and say they "live for today."

Geographically, the Pacific Northwest is the most "pro-green" region of the country, while the Midwestern Rust Belt was cited as the least concerned and least knowledgeable about the environment.

The study made these recommendations for companies that want to take advantage of the green movement:

■ Get top management involved by developing an "in-house environmental knowledge base" to set green standards for your company. Make public your environmental intentions.

■ Create an internal group of green advisers to evaluate the impact of your products from manufacturing to packaging to disposal.

■ Develop a dialogue with environmental groups, seeking input, providing information and positioning your company as environmentally responsible.

■ Get to know the "greener-than-greens." Identify new green product opportunities and advertise their benefits.

The ongoing survey, planned every three to four months on various green topics, was conducted for JWT by Knowledge Systems Research. Margin of error is less than 3%. □

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J. Walter Thompson Co.'s Greenwatch study identified four groups of U.S. consumers.

Die-hard "greener-than-greens"	23%
Some-what-concerned "greens"	59%
"Light greens"	15%
"Un-greens"	3%

Source: J. Walter Thompson Co.

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Andy deadline nears

NEW YORK—Deadline is Dec. 7 for entries in this year's International Andy Awards, sponsored by the Advertising Club of New York.

Ten media and 28 advertiser categories will be judged for creative excellence. Fees are \$85 for a single entry, \$115 for a campaign.

Contact: Madhu Malhan, director, or Gina Grillo, manager, International Andy Awards, 155 E. 55th St., Suite 202, 10022. Phone: (212) 750-5112. □

AD REVIEW

Minute Maid's Olympian effort nets first place in the tie-in race

(Rating: ★★ ★)

By Bob Garfield

Only 604 shopping days till Barcelona. Why wait? Order now.

Yes, marketers, it's time to start thinking how you can invest untold sums on 1992 Summer Olympics tie-ins, so that, when the Games begin, you and 3,286 other companies can simultaneously boast about your singular support of our athletes and have your inspiring messages lost in a patriotic din.

Just be advised, however: Somebody is way ahead of you.

Coca-Cola Foods' Minute Maid line of juices, having committed its entire, two-year, \$130 million marketing budget to a Summer Games tie-in, is not about to wait till the last minute to begin getting value. By the last minute, of course, I mean 1991.

Minute Maid is on the air right now with the first Official 60-Second Spot of the 1992 Olympics. Created by Lowe & Partners, New York, it opens at 5:14 a.m. in a shabby inner-city apartment, where



Garfield

make sure they do, so, starting now, and for the next two years, we'll make a contribution to the U.S. Olympic Hopefuls Fund every time you buy a Minute Maid product. Before life takes these kids somewhere else, won't you help us take them to the Olympics?"

America's probable response: You bet!

In previous Olympiads, many advertisers have tied-in product purchase with contributions, enabling consumers to jingle their jingoism at the cash register. But, because the ads all hit at once, and all offered the same level of psychological benefit, their appeal was muted, to say the least. Miller, Budweiser and Coors all found ways to tie into the Olympics somehow, so who profited? (Answer: ABC, NBC and CBS.)

Minute Maid's is a pre-emptive strike against do-gooder dilution. By being first, it will establish its Olympic credentials before somebody else weighs in. By adding the Save-This-Youngster twist, it notches up the consumer's patriotic-socio-psychological stake.

Apart from the pretentious perversion of Shakespeare and the standard patriotic heart-tugs, this is an ingenious invocation of Police Athletic League marketing: "If you don't save this lad, he's destined for a squalid life of street crime, drugs and inconsiderately waking younger siblings."

Sure, P.A.L. has used it, the Boy Scouts have used it, the Boys Clubs and Big Brothers of America have used it. But seldom before has a for-profit business used it—and certainly never one so rich in vitamin C.

Copywriter Barbara Siegel's use of "To be or not to be," winds up being apt—because the viewer's implicit choice is saving a life or condemning one. And director David Cornell's claustrophobic cinema verite of real-life diving hopeful Pat Evans is just the touch for driving the choice home.

So, yes, Minute Maid seems to have quite the running start. But as long as we're quoting Shakespeare, let's consider the possible cause-marketing backlash of so visibly, so impatiently selling orange juice and lemonade on the backs of underprivileged athletes—a backlash that being ahead of the pack can only aggravate.

As the Bard noted, "The weakest kind of fruit drops earliest to the ground." □

The rating system uses four stars to represent excellent, three for notable, two for mediocre and one for pathetic.



The early bird gets the worm, the early riser gets to diving practice and the early Olympics tie-in advertiser—Minute Maid products—gets the marketing advantage.

Mom is waiting in the kitchen as her teen-age son jumps from his bunk bed to the floor.

"It's early, baby. Keep it down," Mom says, finger to her lips. "Don't wake your brother."

The boy grabs his gear and heads out. Then, over shrill street sounds, in an overwrought, metronomic delivery, the first of several voice-over narrators says, "To be, or not to be: that is the question." Ah, yes, Hamlet's soliloquy, the most famous passage in English literature. Apparently this young man has risen bright and early . . . to commit suicide?

No, after a percussive rap version of the next stanza ("Whether 'tis nobler," etc.), the boy treks across the gritty urban-industrial-fringes landscape to an indoor swimming pool, where he hits the 3-meter board and executes a crisp forward 2½ with a full twist. Splash.

Announcer: "Without help, our Olympic hopefuls may never get the chance to compete. Minute Maid would like to

NBC, McDonald's to link up again

By Wayne Walley

NEW YORK—The much-maligned "McMillions on NBC" fall promotion is likely to make a comeback next year.

NBC and McDonald's Corp. are expected to meet after Thanksgiving to consider several marketing partnerships, including a reprise of the \$35 million sweepstakes, said John Miller, the network's exec VP-marketing.

"We will be doing more with McDonald's in the future, and talk is favorable about doing 'McMillions' again in the fall," Mr. Miller said. "We were all pleased with the partnership."

Participants had to pick up a new game card at McDonald's each day of the 28-day promotion, then watch a specific NBC show to find out that night's \$1 million winning number.

If no one claimed the prize by 4 p.m. (ET) the next day, the money was added to the jackpot.

NBC said the contest generated 25 million extra viewers, with specific shows averaging a 6% rating increase when the winning number was revealed.

The network also said its research showed the play rate for "McMillions" was 15 times greater than for CBS' "Get Ready Giveaway" promotion with K mart Corp.

"The question is how to make it more effective. Maybe there are ways to improve the game," Mr. Miller said. "McDonald's said once the faux pas happened [a \$10 million winner was disqualified because her daughter worked for McDonald's], the game took off because of the multimedia exposure. If there's a way to jump-start it, this is a good thing to continue."

Despite media industry criticism that NBC's initial ratings results from the contest were disappointing, Mr. Miller said these kinds of big-ticket co-promotions with major advertisers are fast becoming a necessity to help networks improve awareness.

"You can't buy share of voice anymore," he said. "You have to do tie-ins with media to get the extra mileage and hope for a breakthrough. We are dealing with a situation in 1990 where the combined cable entities, pay and basic channels, exceeded the

"The question is how to make it more effective. . . . If there's a way to jump-start it, this is a good thing to continue."

paid media spending by the four networks to entice viewers. I thought [NBC's] share of voice in paid media would be much greater than 20%, but it is only 11%."

NBC, in an effort to attract both viewers and advertisers, is also creating a special 20-city "NBC Comedy Tour" to hype its late-night schedule.

The network is pitching advertisers a \$2 million to \$5 million package including sole sponsorship of the tour and time in "The Tonight Show Starring Johnny Carson" and "Late Night With David Letterman."

Details have yet to be settled, but Mr. Miller said the network hopes to have a key NBC personality as the tour's host. The plan would be for other comedians who've appeared on NBC's late-night programs to participate in the tour as well. □

P&G tops in network TV

By Wayne Walley

NEW YORK—Procter & Gamble Co. was the top network and spot TV advertiser for the first half of 1990, while Philip Morris remained the top syndicated TV spender, Arbitron Co.'s Broadcast Advertisers Reports said.

P&G increased network TV to \$273.7 million, up 60% from a year earlier, leapfrogging over General Motors Corp. (\$268.8 million, up 9%) and Philip Morris (\$229.2 million, up 17%). Other leading network advertisers included Kellogg Co. (\$163.5 million, up 2%) and Sears, Roebuck & Co. (\$140.8 million, up 67%).

Total ad spending on the Big 3 networks

rose 11% to \$5.2 billion, BAR reported.

Among spot TV advertisers, P&G was first (\$131.8 million, up 38%), followed by Philip Morris (\$126.5 million, up 45%), General Mills (\$76.1 million, up 39%), GM (\$55.8 million, up 55%) and PepsiCo (\$53.3 million, up 1%).

Spot TV ad spending rose 5% to \$2.7 billion.

Philip Morris increased syndicated TV spending by 33% to \$78 million, followed by P&G (\$47.4 million, up 53%), Unilever (\$25.6 million, up 64%), Kellogg (\$23 million, down 3%) and Warner-Lambert Co. (\$19.8 million, up 83%).

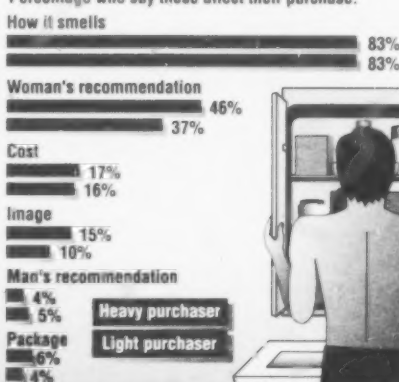
National syndicated TV ad spending was \$726.4 million, up 27%. □

DATAWATCH

Fickle over fragrance

Of the men who say they use cologne or aftershave, 41% claim they started using their favorite brand within the past year. That's good news for fragrance marketers trying to steal users of competing brands.

Percentage who say these affect their purchase:



Years since started using favorite brand:



Source: Gallup Organization for Atlantic Monthly Co.; 808 men surveyed by phone.

John Hall

NOTE

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S1, S2, S4, S6, S10, 39,

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Volvo parent seizes control of inquiry

Law firms join investigation of 'monster truck' ads

By Raymond Serafin and Jennifer Lawrence

Swedish parent company AB Volvo has stepped in to take over the internal investigation of the U.S. unit's fraudulent "monster truck" advertising, showing Volvo's concern for the issue's long-term effects.

The parent and the audit committee of Volvo Cars of North America have retained McCarter & English, Newark, N.J., that state's largest law firm, to handle the investigation, confirmed George McCarter, a partner.

Late last week, McCarter & Eng-

lish attorneys were in Austin, Texas, trying to uncover who authorized modifications made to cars used in the Volvo commercial.

■ Scali's woes mount—Page 2.
■ Scandal hurts all advertising, says TV consumerist David Horowitz—Page 54.

Despite last week's resignation by agency Scali, McCabe, Sloves, New York, of the \$40 million account, questions remain over who authorized, and who knew of, the product rigging that took place at

a production shoot June 12 in Austin.

The parent company also brought in a company director who isn't part of U.S. management to help conduct the investigation, raising questions about AB Volvo's confidence in its U.S. subsidiary.

Bob Austin, manager-public relations for Volvo Cars of North America, said the law firm is one the company doesn't normally use and that Volvo will eventually make public the investigation's major findings.

Scali, meanwhile, has asked its (Continued on Page 54)

Eastern's last gasp?

New crisis puts Shugrue back in ad spotlight

By Jennifer Lawrence and Judann Dagnoli

Eastern Airlines will put Martin Shugrue back into the advertising limelight in what could be a final attempt to save the troubled carrier.

Eastern last week overcame a creditors' committee effort to force the carrier to liquidate on the strength of Mr. Shugrue's impassioned argument before a bankruptcy judge that his marketing plan will save the airline.

Although Eastern's strategy had called for Mr. Shugrue to relinquish his role as corporate pitchman, the airline's latest crisis puts him in front of the cameras again.

All future corporate ads will use Mr. Shugrue, the trustee appointed by the court in April to run Eastern, a company insider said.

In response to an abundance of death-knell news stories last



Mr. Shugrue, the court-appointed trustee for Eastern Airlines, meets the media outside federal bankruptcy court in downtown Manhattan.

week, Mr. Shugrue appears in a new 30-second TV spot that says the carrier will be around "well into 1991."

The commercial began airing last night on spot TV. The initial media plan was under consideration. (Continued on Page 54)



General Mills will spend \$50 million on its first national cereal introductions in two years: Triplex and Basic 4.



New cereals power Big G's market push

By Julie Liesse

General Mills will get the chance to prove it's got the momentum in the \$6.9 billion cereal market with the January introduction of Basic 4 and Triplex cereals.

General Mills' one-two punch, supported by an estimated \$50 million in introductory spending, comes at a time when it seems to be outperforming leader Kellogg Co. in both share and marketing gains.

But few new cereal brands in the past two years have been successful, and only General Mills' own Apple Cinnamon Cheerios, launched in late 1988, is considered a blockbuster newcomer, with about a 1.6% share.

The food industry will be watching the debuts of Basic 4 and Triplex even more closely because they're General Mills' first totally new brands since the ill-fated Benefit psyllium cereal, which was pulled out of regional distribution last December after less than a year.

"General Mills has been particularly successful in line-extending existing products to gain momentum and share. These new products will be a good test for the company, to see if they can continue that progress with a brand-new product," said Timothy Ramey, analyst with County NatWest Securities USA.

Basic 4 will be positioned as an adult cereal that, when served with milk, provides four basic food groups. In addition to corn and multigrain flakes, Basic 4 contains four fruits (apples, cranberries, prunes and raisins) and two nuts (almonds and yogurt-covered walnuts).

"General Mills invented the all-family presweetened cereal, with Honey Nut Cheerios, and this seems in line with that strategy—great taste combined with nutrition—on a more elaborate basis," said a senior executive at a competing agency.

"Everyone has been so focused on how General Mills has led the category through its (Continued on Page 56)

LAST MINUTE NEWS

Y&R cuts N.Y. staff

NEW YORK—Young & Rubicam last week laid off 35 staffers here and said another 15 vacant posts won't be filled. Agency executives said the layoffs affected full- and part-time employees in support positions who weren't needed after an internal restructuring. About

1,400 employees remain.

Mobil fights RICO suit

PHILADELPHIA—Attorneys for Mobil Corp. asked a U.S. district judge here to dismiss a false-advertising suit filed against the company under the Racketeer Influenced & Corrupt Organizations Act. The suit contends Mobil falsely represented its Hefty trash bags as biodegradable and that consumers bought the bags under that belief. Mobil

attorneys say RICO doesn't apply because, among other things, consumers suffered no damages. Attorneys for the company say a ruling may come in the next few weeks.

Study urges ad limits

WASHINGTON—A study released by the U.S. Department of Education last week endorsed banning alcohol and tobacco ads if an independent agency (Continued on Page 8)

INSIDE

Global Marketing & Media report finds Unilever No. 1

Starts after Page 38

Media cuts continue P. 4 • Chilko tragedy trial opens P. 6 • Top 200: AT&T outspends McD's P. 27